Centre for Advocacy and Sustainable
Empowerment Sierra Leone
(CASE SALONE)

Organisational Theory of Change



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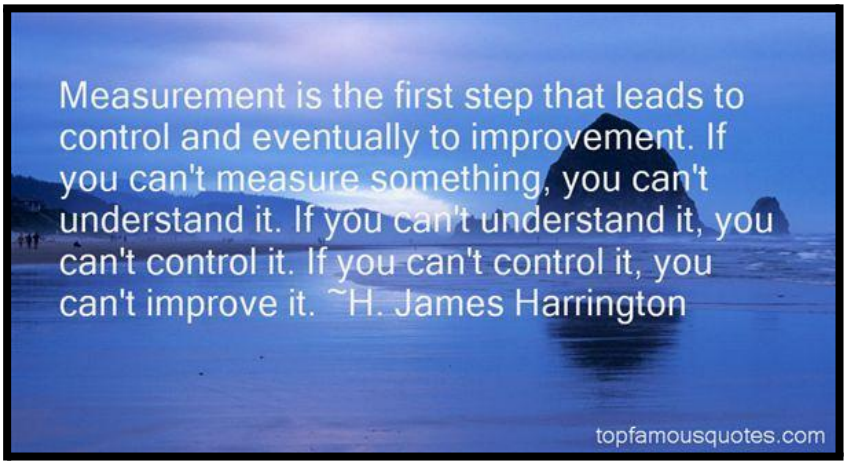


1 PURPOSE OF THIS DOCUMENT

This document provides a shared understanding of where we want to be and how we want to get there. It captures the background of the organisation, the vision and mission, the organisational structure, an overview of the projects/programmes, as well as documenting our current thinking and understanding of how we envision our interventions will facilitate change.

As well as capturing the end goal of what we are working towards, developing a ToC is a process of collective reflection that brings together all staff in an organisation. Through the participatory nature of the exercise, it creates ownership and helps build commitment and motivation towards organisational goals.

A ToC helps to communicate our work in a more powerful way and influences others to join hands with us. We use our ToC to build new partnerships and raise donors' interest. A ToC offers an effective way of explaining what we do and why we do it to our partners, encouraging them to work with us. It helps donors see how what they give funds towards will actually happen.

2 ORGANISATION OVERVIEW

2.1 Background of Organisation

Centre for Advocacy and Sustainable Empowerment (CASE SALONE) is a non-political and not for profit organization dedicated to promoting the wellbeing of children and women, by removing barriers to their sociocultural development.

The organization does this through promotion of the livelihoods of community women to invest in their girls' education for them to stay in school in an effort to realize their potential, and take on leadership positions.

To achieve its mission and vision, the organization employs a community led approach, an inspiration drawn from the fact that community members have the necessary resources and knowledge required to transform their communities and lead the change they want to see.

Working within the spirit to leave no one behind, CASE SALONE establishes community loan schemes to support women who are in petit trading by providing business training and mentorship, providing agricultural support to rural women, establishing student support clubs; training girls in

leadership and public speaking through dramatization and cinematography; and providing them with safe spaces, supporting them with school learning materials, sanitary pads, comprehensive sexuality education, counselling and mentoring services.

2.2 Vision and/or Mission Statement

VISION: Advancing the wellbeing of women and children in Sierra Leone.

MISSION: We partner with duty bearers and like-minded individuals and institutions to make women and children's rights a reality in Sierra Leone.

2.3 Organisational structure

The organization is administered by an advisory board, which constitutes the chairperson, director of the organization who doubles as the secretary to the board and other members.

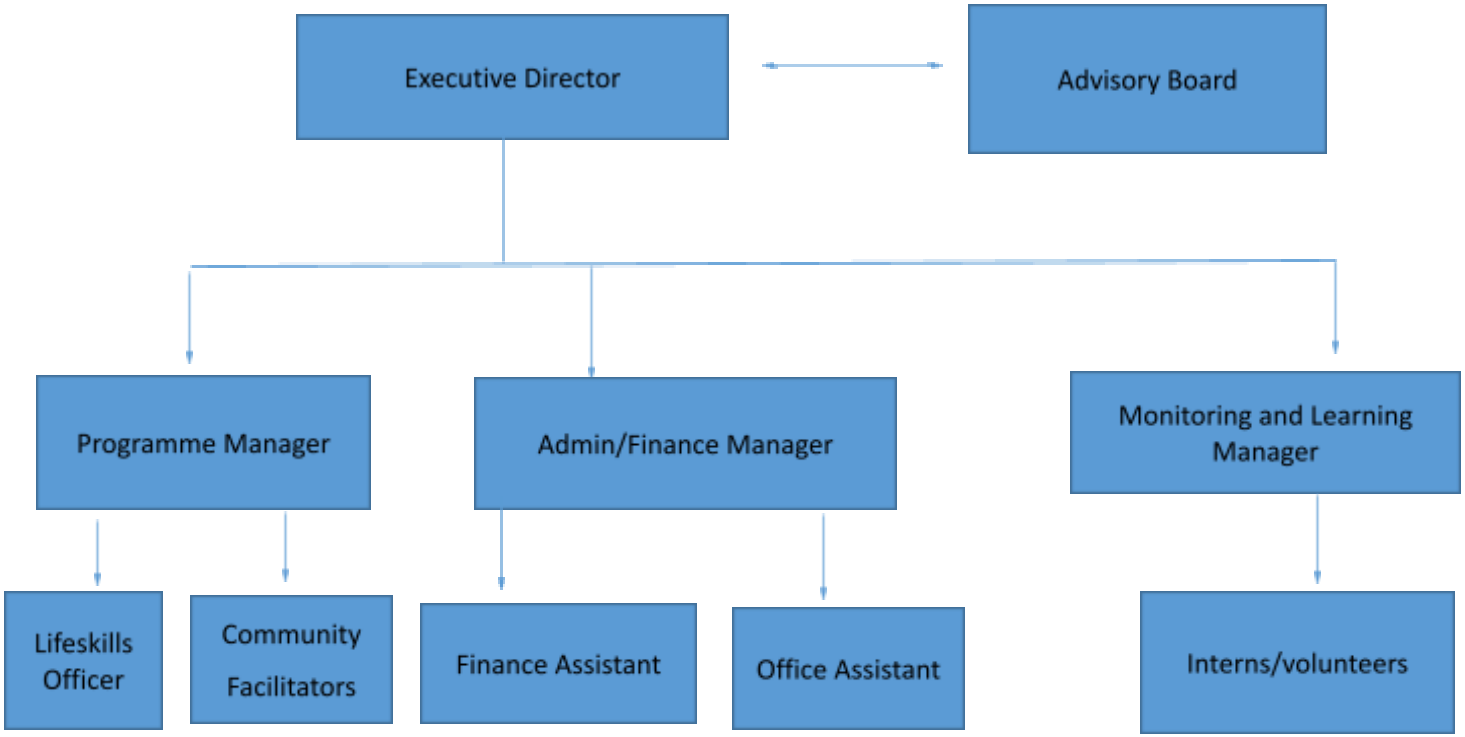
The management of the organization is carried out by four main staff:

- The Director and Founder of the organization
- The Programmes Manager
- Admin and Finance Manager
- The Monitoring, Evaluation and Learning Manager

The other staff serve as auxiliary staff to the organization who help to perform specific function (s) as required.

- Life skills Officer
- Community Facilitator
- Finance Assistant
- Office Assistant
- Volunteer/Interns

Organogram


Executive Director
Advisory Board
Programme Manager
Admin/Finance Manager
Monitoring and Learning Manager
Lifeskills Officer
Community Facilitators
Finance Assistant
Office Assistant
Interns/volunteers

3 PROGRAMME OVERVIEW

3.1 Programme summary

Title	Adolescent Girls Retention in School
Implementing agency	Case Salone
Starting Date	1st JULY 2021
Duration	8 MONTHS
Partners	Ministry of Social welfare and children affair, Bo City and District Council, WAVES SL, IDP4T, CFN, WPDF AND CHI.
Target Area	BO CITY, WAIIMA AND KOMENDE
Beneficiaries	Women and Children
Cost	$ 14,250
Funding Source	GFC

Title	Bamba Wi
Implementing agency	Women Advancement Campaign Sierra Leone (WAC-SL), Good Deeds.
Starting Date	13/10/2020
Duration	2020-2025
Partners	Progressive Women, GFC, TCP Columbus
Target Area	Bo
Beneficiaries	Women
Cost	SLL 164,000
Funding Source	TCP Columbus

Title	Community Agricultural Support Program (CASP)
Implementing agency	Ministry of the Environment

Starting Date	20/10/2020
Duration	2020-2025
Partners	Waiima and Mendewa Community
Target Area	Rural community
Beneficiaries	Rural Women
Cost	SLL 100,000,000
Funding Source	Ministry of the Environment

3.2 Project/ programme description

The project focuses on empowerment. Primarily, the programme aims at addressing the common problems that expose girls to abuse, exploitation thereby working to keep them in school. Considering the fact that women and girls are being marginalized, abused and deprived of their rights, especially in the rural parts of Sierra Leone, which further breeds Sexual and Gender-Based Violence (SGBV), the need to support girls to realize their full potential in society cannot be over emphasized. For this reason, the project focuses on the most vulnerable adolescent girls who are either attending school or have dropped out of school.

In addition to working with vulnerable adolescent girls, in a quest to ensuring sustainability, the organization also works with women to empower them to support their girls' education and general wellbeing. To enhance this, the organization provides soft loan scheme and business training to women as a livelihood support. Taking into consideration that women in smaller communities are predominantly engaged in farming, the project gives support to women farmers/gardeners.

The main project activities include; provision of school materials, formation and training of girls' prefectural network to showcase and strengthen their leadership potentials, sexual reproductive health, sexuality education, formation of school gender friendly club, mentorship, engagement of schools, referral pathway on SGBV cases, provision of menstruation pads/kits and training on menstrual hygiene to keep girls in school during menstruation, soft loan support to women (mothers to the vulnerable girls) to empower their business capacities to invest in their children's education, agriculture/income generating activities for women and rollout on the right of the child.

4 PROGRAMMATIC THEORIES OF CHANGE

4.1 Identification of problems and causal factors

Women and girls in Sierra Leone often fall victim to sexual and gender-based violence. Access to information and education about their rights has been a critical challenge. Adolescent girls also experience barriers to education, including barriers to having access to sanitary hygiene products. Furthermore, poor socio-economic circumstance is also believed to keep girls out of school and make them more vulnerable to sexual and gender-based violence.

UNICEF recently reports that Sierra Leone is amongst the 10 least educated countries in the world. Significant numbers of adolescent girls drop out of school by the time they get to their senior secondary. This is primarily as the result of poverty and harmful traditional practices such as female genital cutting, early and forced marriage, early pregnancy, and gender stereotypes amongst others. It is estimated that 3 in 10 girls are excluded from school due to early pregnancy.

Women on the other hands suffer from sexual and gender-based violence in the hands of men. Women occupy some of the lowest economic and leadership positions in our country. For example, there is only 12.3% representation of women in the parliament of Sierra Leone. This is worse in the grass root communities where Case Salone operates.

The organization found out that keeping women and girls in such position is deeply rooted in the culture and tradition of the people. Even though this practice could not be justified, the society accepts it as a modus operandi, keeping women marginalised positions in society, vulnerable to human rights abuses, and unable to fully participate in society.

4.2 Theory of Change Narrative

The goal Case Salone is working towards, **ensuring women's and children's rights are legally, traditionally, and culturally acknowledged and that women and children have the necessary knowledge, support and means to exercise their rights**.

CASE SALONE's work focuses on two levels: on the one hand we are working at grassroots level to address violations against women's and children's rights as it affects women and children on the ground. Simultaneously, we work to influence government policies on women's and children's rights to ensure the security of women and children in their communities. This includes education about women's and children's rights, support for victims of sexual and gender-based violence, access to education, as well as addressing the barriers to education, addressing harmful traditional practices and promoting female leadership in all levels of society.

With regard to grassroots actions that address women's and children's rights on the ground, CASE SALONE focuses on awareness and education of women's rights and the risks of harmful traditional practices is a cross cutting theme across all our activities.

Awareness and knowledge of female rights and the risks of harmful traditional practices is an important foundation on which the other activities are built. These activities include education, socio-economic support and mentorship, and access to sexual and reproductive health services. CASE SALONE supports the education of the girl child and encourages the retention and graduation of the female child in school. We do this by advocating for the girl child's right to education, providing sanitary hygiene products, and socio-economic support to families. Because the socio-economic circumstances of families often influence their decision to remove the female child from school, we provide socio-economic support, education and mentorship opportunities that can support families and encourage them to keep the female child in school. This is complemented with awareness on women's and children's rights. This socio-economic support is also provided to women and girls to give them access to socio-economic opportunities in a bid for them to realise their potential.

Sexual and reproductive health services are also made available to women and girls. These activities form a foundation on which women and girls can further build to promote women's rights.

To influence government policies that promote women's rights, CASE SALONE promotes female leadership at all levels of society, starting with girls in school. We also partner with other organisations to strengthen our voice in our advocacy campaigns to influence policies on women's rights. Improved government policies, will in turn promote women's rights at grassroots level.

To realise our goal, CASE SALONE follows the following strategies:

4.2.1.1.1 To provide girls with the necessary materials to stay in school. This activity focuses on promoting successful completion of formal education, especially for the girl child. By providing girls with the needed support to remain in school, they can have improved educational performance and successfully graduate from high school.

- To educate children about their rights and responsibilities for their safety and wellness. This activity focuses on education and awareness about women's and children's rights to promote their safety and wellness. By improving children's knowledge and awareness of their rights, they can become more confident to assert their rights and protect themselves.
- To promote leadership skills among girls in school. This aims to develop girls' leadership skills and expose them to others' experiences in a supportive network, as well as teaching them the value of supportive networks. Developing girls' leadership skills develop their confidence to enter leadership positions and make a difference in their context. Then, girls will be able to influence their contexts by upholding principles of gender equality.
- To improve parents' with parenting skills and leadership skills and knowledge of gender equality. This work aims to increase parents' knowledge of gender roles and harmful tradition practices, as well as improving their parenting skills for improved parenting practices. This will also help parents to teach their children leadership skills. This will enable parents and girls to lead themselves and others in their communities and schools.
- To address the socio-economic circumstance of parents of girls to support girls' retention in school. This activity aim to give parents increased knowledge on income generation and business skills. This will enable parent to earn an income through applying what they learned. By improving parents' socio-economic circumstances, girls' retention in schools can be retained.
- To support women and girls with business mentorship and establish a sustainable business mentorship network. These activities focus on increasing women and girls' knowledge on business skills and establishing a network with successful business people who provide mentoring to women and girls. This will enable women and girls to generate their own income, as well as having access to an ongoing

support system through their mentors and become more financially independent. This will also help the organisation to have access to ongoing support system to assist in developing new business ideas and strategies, which could contribute to the sustainability of the organisation.

- To make sexual and reproductive health care information and services accessible to community members. These activities focus on giving women and girls increased awareness and education of sexual and reproductive health to enable women and girls to take care of their sexual and reproductive health. This, in turn, will help to improve their safety by giving women access to sexual and reproductive healthcare services in save spaces. Providing women and girls with these services in safe spaces enable them to discuss their issues of fundamental rights without fear. This will contribute to the holistic wellbeing of women and children.
- To increase awareness among the general public about harmful traditional practices. The aim of this activity is to increase the awareness of the general public on harmful traditional practices to promote increased engagements to raise awareness on the general wellbeing of girls.
- To partner with organisations to collectively influence policy. This set of activity promotes partnerships, networking and lobbying with policy makers to influence their decisions on women's and children's rights. These activities will discourage harmful traditional practices and promote positive policies for women and girls to provide a friendly environment for them. This is necessary to achieve the holistic wellbeing of women and children.

4.3 Mapping intervention strategies

IF WE DO	THEN WE GET
Objective 1: To provide girls with the necessary materials to remain in school	
IF WE provide girls with school learning materials and sanitary towels	**THEN** Girls feel adequately supported to regularly attend school (STO) **AND THEN** Girls have improved educational performance (MTO) **AND THEN** Girls successfully graduate from high school (LTO)
Objective 2: To educate children about their rights and responsibilities for their safety and wellness]	
IF WE teach girls about their own rights, through drama and art, covering topics such as female genital mutilation to educate girls on how to protect themselves and to know their rights	**THEN** Children have increased knowledge on what their rights are (STO) **AND THEN** Children are more confident to assert their rights in order to protect themselves (MTO) **AND THEN** Children are more confident to promote their rights in order to protect themselves and others (MTO)
Objective 3: To promote leadership skills among girls in school (prefecture network)	
IF WE work with girl prefects in different schools to connect them	**THEN** Girls have increased knowledge in leadership skills (STO)

IF WE DO	THEN WE GET
with each other and teach them about leadership	**AND THEN** Girls gain exposure to others' experiences in a supportive network (STO)
AND IF WE provide training in leadership skills to inspire girls to go into politics	**AND THEN** Girls understand the value of having access to a supportive network of women leaders at school (STO)
AND IF WE assist girls to share these skills with others in their schools to challenge the stereotypical beliefs that exists in the communities	**AND THEN** Girls are confident to enter leadership positions where they can make a difference in their context (MTO) **AND THEN** Girls are able to influence their contexts by upholding principles of gender equality (LTO)
AND IF WE encourage girls who are part of the prefectural network to share their experiences through creative and innovative means, such as drama, songs and poems	
Objective 4: To improve parents' parenting skills and leadership skills and knowledge of gender equality.	
IF WE provide leadership skills for parents	**THEN** parents' knowledge of gender roles and harmful traditional practices is increased (STO) **AND THEN** Parents have improved parenting skills (STO)

IF WE DO	THEN WE GET
	AND THEN the work we do with children will be strengthened through parents who are able to teach children leadership skills (MTO) **AND THEN** parents and girls will be capable of leading themselves and others in their communities and schools (LTO)
Objective 5: To address the socio-economic circumstances of parents of girls to support girl retention in school.	
IF WE establish a micro-credit and savings scheme which parents can access after 3-6 months to buy learning materials for girls	**THEN** Parents have increased knowledge on income generation and business skills (STO) **AND THEN** Parents are able to earn an income through applying what they learned (MTO) **AND THEN** Parents' socio-economic circumstances are improved and girls' retention in school is retained (LTO)
AND IF WE have small start-up grants to start their own business and can connect with the bank to access loans to help them provide for their female child	
AND IF WE support women to start and sustain food gardens so that they are able to support their female child	
Objective 6. To support women and girls with business mentorship and establish a sustainable business mentorship network.	

IF WE DO	THEN WE GET
IF WE identify mentors to mentor women and girls (aimed at those who have dropped out of school) in how to start and run a business and generate an income	**THEN** women and girls have increased knowledge on business skills (STO) **AND THEN** women and girls are better able to generate their own income (MTO) **AND THEN** Women and girls have access to an ongoing support system through their mentors **AND THEN** women and girls become more financially independent (reaching their full potential; challenge patriarchal norms) (LTO)
AND IF WE develop links with successful businesspeople who are established to provide mentoring	**THEN** there is an established network with successful businesspeople who provide mentoring to women and girls (STO) **AND THEN** women and girls have access to an ongoing support system through their mentors (MTO) **AND THEN** the organisation has access to an ongoing support system to assist in developing new business ideas and strategies (MTO) **AND THEN** the established network of successful businesspeople can contribute to the sustainability of the organisation (LTO)
AND IF WE build a network and identify potential mentors in different areas (spheres of influence and regions)	
Objective 7: To make sexual and reproductive health care information and services accessible to community members	

IF WE DO	THEN WE GET
IF WE provide reproductive health education, such as how to prevent pregnancy, prenatal education	**THEN** women and girls have increased awareness and education of reproductive and sexual health (STO) **AND THEN** women and girls are able to take care of their reproductive health (MTO) **AND THEN** the holistic wellbeing of women and girls is achieved (LTO)
AND IF WE provide education on STI prevention and promote free health care services	
AND IF WE provide the necessities to those who need it	
IF WE provide a safe space for girls where they feel comfortable and safe to access sexual and reproductive health services	**THEN** survivors of violence safely access medical, legal, psychosocial services and safe homes **THEN** Women and girl safety is improved through the safe spaces provided to access sexual and reproductive health (MTO) **AND THEN** Women and girls will be able to discuss issues of their fundamental rights without fear (LTO)
AND IF WE Have an operating referral system to necessary partners where women and girls are safe	
Objective 8: To increase awareness among the general public about harmful traditional practices. (FGM, Early and forced marriage, child dowry, patriarchy)	
IF WE engage in radio discussion programmes – calling-in programmes and respond to questions from women and girls	**THEN** The general public have increased awareness on harmful traditional practices (STO) **AND THEN** there is an increased engagement to raise awareness on the general well-being of girls (MTO)

IF WE DO	THEN WE GET
AND IF WE offer workshops and training to capacitate women and girls who are aspiring for change	**AND THEN** community partners/stakeholders will be confident to defend women and girls' rights against harmful cultural practices LTO
AND IF WE engage in cinematography to educate and raise awareness to the masses on cross-cutting issues that affect the well-being of girls (such as sexual orientation, gender sensitivity, HIV/AIDS, stigma and discrimination)	
Objective 9: To partner with organisations to collectively influence policy	
IF WE partner with line organisations, ministries and agencies to influence the policies that affect women and girls	**THEN** there is increased partnership, networking, and lobbying with policy makers to influence their decisions (STO) **AND THEN** the practice of harmful traditions will be discouraged (MTO) **AND THEN** positive policies and laws for women and girls can be developed to provide a friendly environment for them (LTO) **AND THEN** The holistic wellbeing of women and girls is achieved (LTO)

IF WE DO	THEN WE GET
Objective 10: To promote youth development and volunteering	
IF WE provide internship and volunteerism opportunities for students and volunteers to enhance their knowledge and skills.	**Then** interns and volunteers have increased professional development skills (STO) **AND THEN** the interns and volunteers increased their chances of employability in the job market (MTO) **AND THEN** the interns and volunteers get employed (LTO) **AND THEN** they can be self-reliant to actualize their dream (LTO)
Objective 11: To enhance organisational and human resource development	
IF WE strengthen the organisational human resource for resource mobilization and system development.	**Then** the organisation can develop policies and human resource system. (STO) **AND THEN** the organisation can embark on resource mobilization for its operation. (MTO) **AND THEN** the organisation can be self-sufficient to run its operation. (LTO)

4.4 Theory of Change diagram

To ensure women's and children's rights are legally, traditionally, and culturally acknowledged and that women and children have the necessary knowledge, support and means to exercise their rights

